

TO DELIVER
ON OUR
MISSION

TO
PATIENTS &
FAMILIES IN
OUR CARE

OUR ORGANISATION

IT'S IN HOW WE RESPOND

Hospitality | Compassion | Respect | Justice | Excellence

TO COMMUNITY
NEED

TO
EACH
OTHER

TO OUR
VALUED
PARTNERS

VISION

Our Vision for St John of God Health Care is that we live and proclaim the healing touch of God's love. We invite people to discover the richness and fullness of their lives, give them a reason to hope, and a greater sense of their own dignity.

MISSION

Our Mission is to continue the healing mission of Jesus Christ through the provision of services that promote life to the full by enhancing the physical, emotional, intellectual, social and spiritual dimensions of being human.

OUR VALUES

Our Values guide our behaviours and reflect our heritage.

Hospitality

A welcoming openness to all; to the familiar and the mystery of self, people, ideas, experiences, nature and to God.

Compassion

Feeling with others in their discomfort or suffering, striving to understand the other's experience with a willingness to reach out in solidarity.

Respect

The attitude which treasures the unique dignity of every person, and recognises the sacredness of all creation.

Justice

A balanced and fair relationship with self, our neighbour, all of creation and with God.

Excellence

Giving the optimum standard of care and service within the scope of available resources.

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AUSTRALIA'S
LARGEST CATHOLIC
NOT-FOR-PROFIT PRIVATE
HOSPITAL GROUP

REVENUE OF
\$1.6 BILLION

AUSTRALIA'S
**THIRD
LARGEST**
PRIVATE
HOSPITAL
OPERATOR

23 FACILITIES WITH
MORE THAN **3,000**
HOSPITAL BEDS

COMMITTED MORE
THAN **\$61.6 MILLION**
TO SOCIAL JUSTICE
INITIATIVES IN 2015/16

MORE THAN
14,300
EMPLOYEES

CONTRIBUTED
\$885 MILLION
TO NEW FACILITY
DEVELOPMENTS
FROM 2012
TO 2016

APPROVED **163**
NEW RESEARCH
PROPOSALS IN 2015/16

A LEADER IN THE AUSTRALIAN HEALTH SECTOR FOR THE PROVISION OF HIGH QUALITY HEALTH CARE

St John of God Health Care is a leading provider of high quality health care services that operates hospitals, pathology, home nursing, disability and outreach services throughout Australia, New Zealand and the wider Asia-Pacific region.

St John of God Health Care is one of Australia's largest non-government hospital operators and Australia's largest Catholic not-for-profit hospital operator. We have been operating hospitals in Australia for more than 120 years and currently run 23 facilities with more than 3,000 beds.

Our compassionate care is holistic, ethical and individual and we aim to leave people who come into our care with a positive experience that respects their dignity and gives them a reason to hope.

Our culture fosters excellence through continuous quality improvement and encourages and supports research that enhances the patient experience and clinical outcomes.

For the 2015/16 financial year we achieved revenue of \$1.6 billion, an increase of 20.8% per cent on the previous year.

St John of God Health Care is a not-for-profit organisation and returns all surpluses to the community by regularly updating technology and facilities, expanding existing services and acquiring new services. A continuing capital works program and systems and process improvement plan is part of this commitment.

We committed more than \$61.6 million in 2015/2016, including partnership funding, to social justice initiatives in Australia and the near Asia Pacific for disadvantaged people and to improve health and wellbeing.

At St John of God Health Care, each of the 14,328 people employed by the group is referred to as a caregiver, recognising that we all contribute to something worthwhile, and regardless of our role, contribute to the health and wellbeing of the people we serve.

We also recognise that we don't work in isolation, but in partnership with our many stakeholders and the communities in which we operate, enabling us to deliver on our total commitment to service and high quality health care.

CONTINUING THE HEALING MISSION

St John of God Health Care was established in 1989 to take forward the ministry of the Sisters of St John of God who first brought their health care experience to Australia in 1895.

Today the organisation continues to reflect the wisdom and inspiration of the Sisters.

The Sisters of St John of God came to Australia on the invitation of Bishop Matthew Gibney to care for the typhoid stricken in the Western Australian goldfields.

Word of their skill in health care spread and they were asked to establish hospitals, pathology and social outreach services in multiple locations across Western Australia, New South Wales and Victoria.

St John of God Health Care Inc. was incorporated in 1989 in order to sustain the Sisters' ministry into the future. The Sisters' hospital, pathology and radiology operations were transferred to this new entity.

St John of God Health Care merged with the Brothers of St John of God in 2007 and took on the management and operation of the Brothers' ministries in New South Wales, Victoria and New Zealand.

This increased the breadth of the organisation to include serving those with learning difficulties and intellectual disability, psychiatric care and child and family social services.

As its ministry and scale has grown, St John of God Health Care has been able to take on further health and hospital operations operated by other Catholic ministries and health care organisations and expand its service offering to more communities.

In recent years, St John of God Health Care has established itself as a valued partner to government in the operation of public services and facilities.



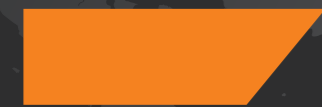
STRATEGIC PRIORITIES 2015-2019

Our *Strategic Priorities 2015-2019* builds on and amplifies the strategies and expectations outlined by the Trustees in *Our Vision 2015-2019* and assist us to achieve the outcomes identified.

- 1 To be a recognised leader in the Australian health sector for the provision of high quality health care
- 2 To significantly increase our investment in information, analytics and technology
- 3 Increased agility in responding to changes in our environment and in implementing our plans
- 4 Deeper partnering with key stakeholders
- 5 Capital optimisation

In 2015/16, St John of God Health Care:

PERFORMED MORE THAN
196,500 PROCEDURES IN
OUR HOSPITALS AND DAY
SURGERY FACILITIES



PROVIDED MORE
THAN **111,000**
EPISODES OF
CARE THROUGH
OUR HOME
NURSING SERVICE



SOCIAL OUTREACH
PROVIDED PERINATAL
MENTAL HEALTH CARE
SERVICES TO **1,744**
NEW PARENTS

DELIVERING CARE ACROSS AUSTRALIA, NEW ZEALAND AND THE ASIA PACIFIC REGION

Our health and outreach
services are delivered from
about 300 locations across
Australia, in metropolitan and
rural areas, as well as in New
Zealand, Timor-Leste, Tonga
and Papua New Guinea.



DELIVERED
MORE THAN
12,000
BABIES

We have 17 hospitals and six licensed health care facilities in Western Australia, Victoria, New South Wales and New Zealand. Our 13 acute or general hospitals offer a range of surgical specialties, general medicine, obstetrics and other subspecialties. We operate five emergency departments and six intensive care units. We have three specialist psychiatric hospitals and a dedicated rehabilitation hospital in Victoria.

Nurses from Health Choices, our home nursing service, travel more than one million kilometres each year to provide care to patients in their homes in Perth, Melbourne and regional Victoria.

Our Social Outreach service, which is provided free, or at minimal cost, operates Horizon Houses for homeless youth, Raphael Services for new parents and families and counselling and support services from multiple locations.

St John of God Health Care has a longstanding commitment to working with developing nations in the Asia-Pacific region to improve health outcomes. We have dedicated significant resources to improving health care in Timor-Leste (East Timor), one of the world's newest nations.

St John of God Hauora Trust is a leading provider of disability, youth and social services in New Zealand.



TREATED MORE
THAN 324,500
OVERNIGHT
AND SAME
DAY PATIENTS



TREATED MORE
THAN **95,000**
PEOPLE IN OUR
FIVE EMERGENCY
DEPARTMENTS

ADVANCING HEALTH SERVICES THROUGH QUALITY OUTCOMES, RESEARCH AND EDUCATION

We foster a culture of excellence and exceptional care through continuous improvement in clinical quality and risk management; by encouraging research that enhances clinical practice standards; and by providing excellent training and education opportunities.

Our holistic approach to patient care requires safe, effective, appropriate and responsive care from engaged and competent caregivers and accredited health practitioners. Seeking better ways to provide this care is behind the significant work to strengthen our clinical governance performance.

Our hospitals consistently demonstrate exceptional performance beyond what is required by the National Safety and Quality Health Service standards and our hospitals are also accredited by the Australian Council on Healthcare Standards.

During the past few years the number of research projects approved by our Human Research Ethics Committee has risen significantly, reflecting our strong focus on expanding our activity in health care improvement.

The number of new St John of God Health Care research proposals submitted per year has nearly tripled from 58 in 2010/11 to 169 in 2015/2016. Much of our research is conducted in collaboration with academic and industry partners and leading researchers throughout Australia and internationally. Importantly, our translational research has resulted in improvements in clinical practice.

We have contributed to the growing body of arts and health research, including establishing a creative arts project at St John of God Mt Lawley, working with the University of Western Australia, School of Population Health, and developing a partnership with Musica Viva, completing the research phases of two new music residency projects.

St John of God Health Care provides the highest standards of training and education opportunities for medical students and doctors-in-training, partnering with nine university medical schools in New South Wales, Victoria and Western Australia.

Our Nurse Manager Program is delivered with the University of Notre Dame Australia and all graduates achieve a Graduate Certificate in Nursing Leadership. There has been overwhelming interest in our first state-wide graduate nursing program that allows training nurses to rotate through our Western Australian hospitals.

There is considerable focus on pastoral services training as an important component of our holistic approach to care and healing. Pastoral services are a defining aspect of our Catholic identity.



OUR HOSPITALS DEMONSTRATE **EXCEPTIONAL PERFORMANCE** AGAINST NATIONAL QUALITY AND SAFETY STANDARDS.



CLINICAL PASTORAL EDUCATION CENTRES IN VICTORIA AND WESTERN AUSTRALIA ENSURE A **SUSTAINABLE SOURCE** OF PROFESSIONAL PRACTITIONERS



RESEARCH PROPOSALS TRIPLED IN THE LAST FIVE YEARS



100% SUCCESS RATE FOR TRANSLATION OF PUBLISHED RESEARCH INTO CLINICAL PRACTICE

K2 GUARDIAN SYSTEM NOW INSTALLED IN **10 MATERNITY WARDS**



FIRST STATE-WIDE GRADUATE NURSE PROGRAM LAUNCHED IN WA IN 2015



BUILDING HEALTHY COMMUNITIES

Our redevelopment and building projects are a significant aspect of our commitment to strengthening the communities in which we operate. By providing new and improved facilities, we can deliver our distinctive service and quality care to more people.

In 2015/16:

CONTINUED A POST-ACQUISITION UPGRADE
OF ST JOHN OF GOD MT LAWLEY HOSPITAL

COMMISSIONED
ST JOHN OF GOD MIDLAND PUBLIC AND PRIVATE HOSPITALS

We have recognised that to achieve this requires significant investment including major greenfield projects and major redevelopments of existing hospitals. The 2015/16 year was a significant one for St John of God Health Care as we delivered the new St John of God Midland Public and Private Hospitals on time and on budget while completing various stages of other important upgrades and redevelopment projects in our facilities across Australia.

The commissioning of St John of God Midland Public and Private Hospitals was a milestone in our strategic journey as it will result in significantly enhancing the region's health services, providing higher acuity and more complex clinical services, such as intensive care, coronary care and cancer care, with a greater range of services in emergency, paediatrics, aged care and rehabilitation, surgery, medicine and mental health.

The public hospital, which provides free high quality public health care for the area, was jointly funded by State and Commonwealth Governments and is being operated by St John of God Health Care under a public private partnership.

The continuing upgrades of our Bendigo, Geelong, Murdoch and Mt Lawley hospitals will significantly improve our services in these communities while the new \$120 million St John of God Berwick Hospital will significantly increase the hospital's capacity and our ability to service one of Australia's fastest growing residential corridors.

We have continued with our program to introduce clinical information systems in all our hospitals by 2019. We believe that this important initiative will transform our current clinical processes and significantly improve our analytic capabilities leading to better clinical outcomes.

CONTINUED REDEVELOPMENT
OF ST JOHN OF GOD GEELONG HOSPITAL

CONTINUED REDEVELOPMENT
OF ST JOHN OF GOD BENDIGO HOSPITAL

COMMENCED CONSTRUCTION
OF THE NEW ST JOHN OF GOD BERWICK HOSPITAL

CONTINUED STAGE TWO
OF THE THREE-STAGE REDEVELOPMENT OF ST JOHN OF GOD MURDOCH HOSPITAL





834 TRAINING PROGRAMS,
8,421 EVENTS AND
111 ONLINE COURSES

4,387
SPECIALIST
DOCTORS
ACCREDITED TO
TREAT PATIENTS AT
OUR HOSPITALS

WE EMPLOY MORE THAN
14,300 PEOPLE ACROSS
AUSTRALIA AND THE
ASIA-PACIFIC REGION

OUR PEOPLE CONTRIBUTE TO SOMETHING WORTHWHILE AND BEYOND THEMSELVES

Developing, encouraging and enabling our people to be the best they can be in their roles as caregivers is absolutely integral to our commitment to provide exceptional service and care for our patients.

People from all beliefs are invited to be part of our caring ministry. We are an inclusive organisation and recognise the contribution of all our people based on skill, expertise and experience.

A snapshot of our workforce reveals that 45% are professional nurses and midwives, 83% are female and 64% work part-time, with a further 12% being casual employees. This mix is consistent with our desire to provide a range of flexible employment options to attract the best people to our organisation.

Our people are key participants in our ministry, serving our patients and clients and living the healing mission of Jesus Christ. In 2016, more than 3,500 caregivers participated in formation programs that help to embed a rich understanding of our Mission and Service Ethos.

The employment of people with disability continues to be a growing feature of the organisation's recruitment and selection processes. In 2016, we received 131 applications from people with disability registered with a disability employment service and employed 14.

In 2016, St John of God Health Care commenced work on a new stretch Reconciliation Action Plan that includes the provision of meaningful work opportunities for Indigenous people. The Indigenous Internship Program, delivered in partnership with CareerTrackers, supports Indigenous students to stay at university and gain real work experience.

We focus on creating meaningful, innovative learning experiences for our people that meet their expectations for career and personal development. Reflective practice and professional development are a fundamental part of every person's role.

St John of God Health Care has a well-established organisational approach to workplace wellness. Our focus is on ensuring our employees care for themselves as they care for others. The health and wellbeing of our caregivers remains a key focus in our ongoing health, safety and wellness ambitions.

45% OF
ALL OUR
EMPLOYEES
ARE NURSES
OR MIDWIVES

THE SISTERS OF ST JOHN OF GOD
FELLOWSHIP SUPPORTED **208**
PEOPLE TO UNDERTAKE EXTERNAL
STUDIES **VALUED AT \$486,557**

STRENGTHENING COMMUNITIES AND PARTNERSHIPS

Our community relations framework enables us to meet our commitment to deepen and strengthen relationships in the communities in which we serve and extend our ministry to provide hope and dignity.

However, it is our people and their passion and commitment to the Values of St John of God Health Care that brings this to life and makes the difference, allowing us to deliver on our pledge to provide the highest quality health care.

Our social justice agenda has taken a strong advocacy position in addressing the inequity people with disability face in securing employment. It is hoped that by influencing public policy and supporting organisations to develop new systems we can increase the opportunities for employment through better recruitment and selection processes.

Our Social Justice Patient Concession Policy ensures we can respond to requests from our people, benevolent agencies, international aid agencies or hospital clinicians and management who have assessed that a patient needs treatment not available elsewhere.

Our Social Outreach services, which aim to improve the health and wellbeing of disadvantaged people within our communities, are underpinned by two key themes: capacity building, which supports individuals and communities manage their own health and wellbeing in a more sustainable manner; and early intervention, which can minimise an issue before it becomes chronic.

As a demonstration of our leadership in arts and health, we encouraged the formation of the WA Arts and Health Consortium, a collaboration between St John of God Health Care as a private health care group with public hospitals, health consumers, arts advocates and government departments.

In the local communities in which we operate we have a strong sense of community responsibility. In many ways we partner to meet unmet community needs including providing support for community meals programs, educational support, donations for emergency humanitarian assistance and financial support for agencies assisting disadvantaged people.

CAREGIVERS
DONATED \$47,520
THROUGH OUR
WORKPLACE
GIVING PROGRAM

CAREGIVERS USED **1,264**
HOURS OF COMMUNITY
SUPPORT LEAVE TO SUPPORT
LOCAL AND INTERNATIONAL
COMMUNITY PROGRAMS

OUR CO² EMISSIONS
WERE REDUCED BY
A STAGGERING **2,775**
TONNES PER ANNUM,
EQUIVALENT TO TAKING
1,114 CARS OFF THE ROAD

ST JOHN OF GOD
FOUNDATION RAISED
NEARLY **\$2.3 MILLION**
FOR A COMPREHENSIVE
CANCER AND CARDIAC
CARE CENTRE AT
ST JOHN OF GOD
BERWICK HOSPITAL